

NFAC 6649-79  
10 December 1979

MEMORANDUM FOR: Director of Central Intelligence  
Deputy Director of Central Intelligence

VIA: Deputy Director for National Foreign  
Assessment

FROM: Senior Review Panel

SUBJECT: Options Pertaining to the Future Use of  
the Senior Review Panel (SRP)

1. This paper responds to the discussions held on 28 November 1979 on the subject by the DCI and DDCI with the DD/NFA and the Senior Review Panel (SRP). The Options laid out at the meeting for further coordination are listed below; a brief description of each is attached.

a. No. 1 - Retain the SRP in NFAC, but functioning within the new National Intelligence Council (NIC).

b. No. 2 - Abolish the SRP and assign its members as NIOs-at-large to function as part of the NIC.

c. No. 3 - Transfer the SRP to the Office of the DCI/DDCI and assign the Panel a broader mission than at present.

d. No. 4 - Transfer the SRP to the Office of the DCI/DDCI to function in conjunction with the CIA Executive Committee and Staff, but with a refocused mission.

2. Option No. 1 has the major advantage of utilizing within NFAC the members of the SRP both individually as NIOs-at-large and collectively as a collegial review group, thereby taking advantage of the experience SRP has gained working with NFAC.

3. Option No. 2 has the major disadvantage of forfeiting the heretofore desired "outside" objective review of intelligence production.

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4. Both Option No. 3 and No. 4 have the major advantage of providing the DCI/DDCI with a senior staff arm to advise and assist in the discharge of their policy, planning and program responsibilities, although it should be recognized that the SRP has relatively little familiarity with these matters at this time. The major disadvantage of Option No. 3 and No. 4 is that NFAC would be deprived of a separate, "outside", objective review of intelligence production.

5. With respect to where and how we should function within the Agency, the members of the Panel have tried to lay out the feasible options in an objective way. We recognize, however, that we have had relatively limited experience to date in the Agency outside of NFAC. Nevertheless, we have tried to remain open-minded with respect to how we might best serve the Agency inasmuch as the decision on the Panel's future is, of course, up to the senior officers responsible for the Agency.

*BP*  
Bruce Palmer, Jr.

*KK*  
Klaus Knorr

*WL by K*  
William Leonhart  
(in substance)

Attachment:  
As stated

cc: Chairman, NIC

Option No. 1 - Retain the SRP in NFAC, but Functioning Within the New NIC

Under Option No. 1, the SRP would continue to function as a collegial review group in NFAC, but the Panel, functioning within the NIC, would have a different role from its present one. In addition, each member of the SRP would function individually as an NIO-at-large. In other words, the Panel members would be "double-hatted".

The mission of the SRP would be to (1) review on an ex-post facto basis interagency intelligence products, and major joint office, or single office NFAC papers as assigned by the DD/NFA; (2) conduct selected, comprehensive intelligence post-mortems of a given intelligence problem as directed; and (3) conduct such other studies as may be desired.

Individually, the Panel members would function as NIOs-at-large within the new NIO system under the NIC concept which visualizes a collegial approach to substantive problems and charges the Chairman, NIC with developing a process of peer review. This ongoing, rather than after-the-fact, review process would involve not only the regular NIOs with specific accounts, but also the NIOs-at-large chosen for their broad background and general substantive understanding. The regular NIOs, rather than the NIOs-at-large, would carry out the function of DCI staff officers supporting the DCI in the policy process.

In the ongoing review process of intelligence papers, it is planned that a small group of designated NIOs with related accounts and NIOs-at-large will be assigned to act as an ad hoc steering/review group for a specific interagency or other paper under preparation. Normally, however, only regular NIOs with accounts would be charged with the responsibility for producing such papers.

Under this Option, the DD/NFA (or Chairman, NIC) could also use individual members of the SRP for special studies or projects as desired. The DD/NFA (or Chairman, NIC) might also want to have some other NFAC officer serve with the SRP for a special project. As is now the case, the Panel, as well as individual members, would be available for advice to any senior NFAC officer, including Office Directors.

Option No. 2 - Abolish the SRP and Assign Its Members as NIOs-at-Large With the New National Intelligence Council (NIC)

Under Option No. 2 there would be no separate, collegial review group, composed of senior, broadly experienced generalists, such as the SRP, to perform a review and evaluation function. Rather the three generalists now members of the SRP would be used individually as NIOs-at-large under the NIC concept described under Option No. 1.

The DD/NFA (or Chairman, NIC) in addition, could designate a group of NIOs, with or without portfolio, to undertake such staff studies, specific planning actions, or any other project deemed appropriate.

Option No. 3 - Transfer the SRP to the Office of the DCI/DDCI

The SRP's mission would be to:

- Review and evaluate interagency products and single agency/office products of major import. Those products requiring DCI approval, such as an NIE (or others referred to him for approval), could be reviewed by the SRP (and possibly revised if the DCI so desired) prior to publication. Other than such exceptions, the SRP's review and evaluation would be after the fact. However, a feedback system would be devised with the objective of improving the analytical/estimative procedures and skills, and the quality of finished intelligence within the DCI and the larger Community. SRP evaluation would also encompass the perceived or attested utility of finished intelligence products to policymakers and consumers.

- Conduct selected comprehensive intelligence post-mortems covering all major aspects, including collection, analysis, production and intelligence-policy linkage, of critical events in a given area over a period of time.

- Assist the DCI and DDCI, in coordination with the CIA Executive Committee, in strategic forward planning and monitoring major long-term projects of significance to the Agency.

- Review, analyze and evaluate such aspects of Intelligence Community production as might be directed by the DCI or DDCI.

- Undertake such special studies as may be directed from time to time by the DCI.

It should be noted that under Option No. 3, the SRP is assigned a considerably broader mission than its present charter enunciates. Another Panel member, a senior, broadly experienced intelligence officer, preferably with DDO background, and close to retirement would be a most useful addition. The Panel would probably require a small staff.

Option No. 4 - Transfer the SRP to the Office of the DCI/DDCI to Function in Conjunction With the CIA Executive Committee and Staff

Whereas under Option No. 3, the SRP mission emphasizes the review and evaluation function, under Option No. 4, the primary mission of the SRP would be to advise and assist the DCI/DDCI in carrying out his broad policy, planning and program responsibilities in the Agency. The SRP would work in close coordination with the CIA Executive Committee and its Staff, and should be included at meetings of the Executive Committee. Periodically, the SRP should meet with the DCI and/or DDCI.

Specifically, the SRP could be used to advise on current Executive Committee projects, or directly participate in designated projects, or even undertake certain projects for the Executive Committee. Examples of current projects to which the SRP might contribute are:

- Flow of Intelligence to the State Department
- SIGINT Planning
- Critical Long-Range Intelligence Problems
- Priority Collection Programs
- Strategic Planning

As an additional mission, the SRP would review finished intelligence as described in Option No. 3.

As in Option No. 3, the Panel could very well use, as another member, a senior, broadly experienced intelligence officer, preferably with DDO background. The Panel will probably need a small staff of its own.

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